

DD/A Registry
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22 DEC 1977

Executive Registry
77-2840/3

MEMORANDUM FOR: Director of Central Intelligence

THROUGH : Acting Deputy Director of Central Intelligence

FROM : F. W. M. Janney
Acting Deputy Director for Administration

SUBJECT : Recommendations to the Director from the
Federal Women's Program Board

REFERENCE : Memo for A/DDA [redacted] Deputy
Executive Secretary, dtd 15 Nov 77,
same subject

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1. Reference memorandum requested review of certain suggestions of the Federal Women's Program Board and requested advice as to if and how these recommendations could be implemented.

2. Attached are three papers, addressed to each of the recommendations, prepared by the Office of Personnel. The paper on the Personnel Development Program contains a recommendation that the Heads of the Career Services be asked to review their Personnel Handbooks to ensure the coverage of the PDP is complete and in sufficient detail that all employees are aware of how the program is implemented in the respective Career Services.

3. The other two papers recommend that further studies on the secretarial/clerical situations and on the feasibility of a "centralized career system" be delayed until the results of current actions in these areas can be evaluated.

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[redacted]

F. W. M. Janney

Attachments:

- A - Personnel Development Program
- B - Centralized Career Service Recommendation
- C - Career Development of Clerical Employees

(EXCLUDED FROM FILE P1.2 /)

Dist:

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Originator:

Acting Director of Personnel

21 DEC 1977

DD/Pers/P&C [redacted] sd (19 Dec 77)

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PERSONNEL DEVELOPMENT PROGRAM

Recommendation:

The Director should publicize the criteria for being included on the Executive Development Roster (EDR), look into the Civil Service Commission profile for developing an Executive Developmental Program (see attached), and ensure that managers use the EDR for making selections for key assignments.

Comment:

The Agency's Personnel Development Program (PDP), instituted in 1973 as one facet of the New Approaches to Personnel Management approved by the then Director, Mr. William Colby, is an independent program in CIA which, however, meets the requirements of the Executive Order that Federal agencies develop formal systems for the identification and development of employees with potential for executive or managerial positions.

The Civil Service Commission publications on the subject of executive development, such as FPM Letter 412-3, are used as background for Agency guidances in our implementation of PDP. The material is modified to fit with the decentralized personnel management policy of the Agency whereby the Head of the individual Career Service is responsible for the management and development of the employees assigned to that jurisdiction.

The Agency program differs from the CSC system in only a few procedural aspects. Agency employees do not have individual development plans (IDPs) but use the Developmental Profiles designed for the various disciplines or professions of the Career Services or Career Service subgroups. These present a broad program for the development of officers in at least grades GS-09 and above but may begin at GS-07. Developmental programs tailored to the need for the individual employee are identified for the GS-13 to GS-15 officers selected for the Executive Development Roster of the PDP.

Agency guidances for the PDP do not specifically provide for self-nomination nor for advising the individuals who are selected for inclusion in the PDP. There are pros and cons for both these policies and it is left to the Career Service to decide whether to accept self-nominations and/or to advise individuals included.

The Board and Panel system which operates in the Agency for personnel evaluation, ranking, assignment and promotion negates a need for self-nomination. There is no comparable requirement in the Civil Service for the periodic review of all employees of a grade or occupation in a component for purposes of competitive evaluation and ranking, hence the self-nomination approach in the FPMs. The annual or semi-annual ranking process in CIA serves to identify those employees with the talent and potential for executive or managerial career development consideration. Self-nomination is not ruled out, of course, but would necessarily be subject to the Panel/Board review system.

The PDP guidances recommend individuals at the more senior grades in the Executive Development Roster be advised of their inclusion to avoid extensive development in terms of special assignments and formal training of employees not interested in managerial or executive assignment. Advising the more junior individuals of their inclusion can lead to morale problems should the developmental experience indicate lack of the necessary talent or potential for the target assignments and the employee be dropped from the program.

Insofar as publishing the criteria is concerned, the Personnel Development Program is covered in the various training courses at OTR including briefings in the Introduction to CIA, Trends and Highlights, the Mid-career Course and the Management Seminar. In addition, the Personnel Handbooks of the DDI (now NFAC), and DDS&T include descriptions of the program. The DDO Handbook now in process of coordination also includes material on the PDP. To insure the coverage in the Career Service publications is complete, we propose the Directorates review the published material and update or expand it as necessary, specifically to include the criteria for selection.

We are advised by senior Career Management Officers that the PDP lists or rosters provide the basis and are used for selection of employees for managerial training courses and for assignments which provide developmental experiences or managerial importance. In support of this aspect of the program, the DDCI or the DCI after review of the consolidated Agency program normally discusses the plans for the individual employees with the Heads of the respective Career Services.

With the exception of asking for Career Service review of published PDP material, we believe the Program as it functions in the Agency meets all the recommendations of the Women's Program Board.

CENTRALIZED CAREER SERVICE RECOMMENDATION

Recommendation:

The Director should task an existent advisory body or an ad hoc task group with enumerating the pros and cons of developing a centralized career system and making a conclusive statement on its feasibility. The group should start with the findings of studies already done on the subject.

Comment:

We have assumed here that the terms "centralized career service" refers to the establishment of a single career service for all Agency employees.

STAT The Personnel Approaches Study Group (PASG), convened in 1973, made an intensive study of the personnel management system then existent in the Agency. In an indirect fashion this Group confirmed the concept of separate Career Services in the recommendations which were approved by the DCI, Mr. William Colby. The number of separate Career Services, however, was sharply reduced from 23 to 5. A Career Service was established in each Directorate with an Executive Service for the Office of the DCI and the Independent Offices. The responsibilities of the Heads of the Career Services are described in [] in sum they are responsible for the application and functioning of the Agency's personnel program as it applies to the employees under their jurisdiction, which includes the management and career development of all such employees.

The research that supported the PASG recommendations pointed out definite advantage of retaining a multi-career service system, albeit considerably reduced in size. There were no apparent benefits of a single Career Service which would merit eliminating the several Career Service concept. The attributes of a multi-career service as seen by PASG and endorsed by senior Agency management are as follows:

- (a) Decentralization of responsibility for employment decisions.
- (b) More flexibility in arranging assignments.

(c) Equitable promotion opportunities for employees of similar disciplines.

(d) More attentiveness to the career interests and development of employees.

(e) Fosters communication links.

In view of the relative currency of the PASG study and the present state of flux in the Agency resulting from the plan for reorganization, as well as the possible effect of the pending legislation affecting the Intelligence Community which will may impact on personnel policies and procedures, it is recommended that any further study of the centralized career system be delayed until the organizational situation is settled.

CAREER DEVELOPMENT OF CLERICAL EMPLOYEES

Recommendation:

The Director should establish a DCI Task Force chaired by the Federal Women's Program Board and including representatives from the Office of Personnel, career management officers, and the clerical ranks, to examine the studies and surveys conducted to date addressing the career development problems of clericals and by April 1978 make recommendations on workable solutions acceptable to management and secretaries/clericals.

Comment:

The identification of the perceived problems and possible solutions of the secretarial/clerical employees career development and progression has been the target of numerous study groups and action has been taken in several areas, including specific upward mobility programs instituted in the various Career Services or the Career Service subgroups. These are normally designed for employees in grades GS-09 and below assigned to positions or in disciplines without advancement opportunity.

To facilitate the administration of this group of employees, the DDO recently established a career panel system for all clericals in grades GS-07 and above in that Career Service for the purpose of evaluation, assignment and promotion. The DCI has just concurred in a recommendation that each Career Service create a similar Directorate-wide system, with a formal structure, including panels at the subgroup level if appropriate, for the clerical employees. This new policy will be implemented shortly.

We believe further study at this point would serve no useful purpose. The basis for action has been laid and until the individual Career Services have an opportunity to review their respective situations, develop their plans and programs for the centralized administration of the clerical/secretarial force, and establish the criteria for evaluation, selection for assignment and promotion, reexamination of what has gone before would be redundant. Once the new systems are established and functioning, the Career Service panels involved in the operation would be in a position to examine and analyze the problem situations. It may be that after a period of such experience the Career Services could join in a study to share their experiences and solutions.

ADMINISTRATIVE

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15 November 1977

DD/A Registry
77-6128

MEMORANDUM FOR: Acting Deputy Director for Administration

VIA : Acting DDCI

SUBJECT : Recommendations to the Director from
the Federal Women's Program Board

1. During its 9 November meeting with the Director, the Federal Women's Program Board made several recommendations relating to personnel management. Please have these suggestions reviewed for the Director and advise him by 19 December if and how these recommendations could be implemented:

--The Director should publicize the criteria for being included on the Executive Development Roster (EDR), look into the Civil Service Commission profile for developing an Executive Developmental Program (see attached), and ensure that managers use the EDR for making selections for key assignments.

--The Director should task an existent advisory body or an ad hoc task group with enumerating the pros and cons of developing a centralized career system and making a conclusive statement on its feasibility. The group should start with the findings of studies already done on the subject. II

--The Director should establish a DCI Task Force chaired by the Federal Women's Program Board and including representatives from the Office of Personnel, career management officers, and the clerical ranks, to examine the studies and surveys conducted to date addressing the career development problems of clericals and by April 1978 make recommendations on workable solutions acceptable to management and secretaries/ clericals. III

Deputy Executive Secretary

Attachment:
As stated

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